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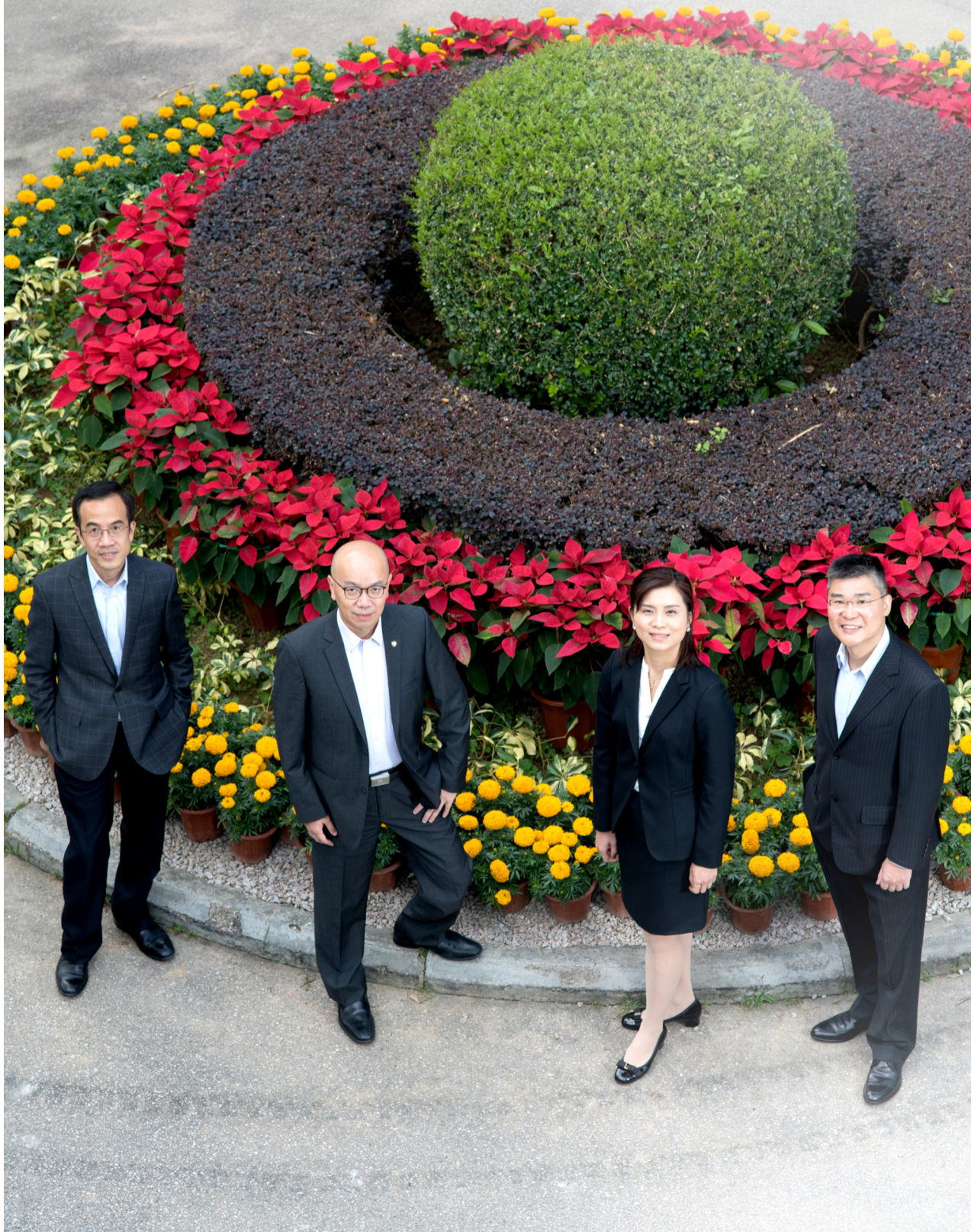
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Photo by ISO Staff



保健處 蛻變展仁心

The Campus Clinic:
Getting in Shape and
Getting Ready



提起中大保健處，大家可能最先聯想到門診服務。然而，保健處提供多元化的專業醫療服務，包括牙科、物理治療，以至小型手術等。保健處位處中大一隅，卻不因循守舊，無論在設備和管治模式方面，都與時並進，日日新，又日新。這所校園保健中心奉行「臨床管治」原則，一切以病人獲得適切治療作為最優先考慮，向校內職員和學生提供高質素的服務。

根據衛生署資料，2016年香港平均一名醫護人員要服務八十二名市民。中大現時有近五萬名職員和學生，保健處則有六十名醫護人員，換句話說，一名醫護人員平均要為八百多人服務。面對日趨龐大的服務需求，保健處的掌舵人陸偉昌醫生與其團隊想出幾道藥方，對症下藥，既提升效率，也為醫療服務增值。

藥方一：與校外夥伴合作

第一道藥方，夥拍校外機構。就像其他服務一樣，保健處面對的其中一大挑戰，便是平衡「供」和「求」。保健處與校外的夥伴合作，例如連鎖醫療中心，一方面可以藉助其門診網絡，方便大學職員隨時在外求診，另一方面，在染病高峰期，可以分擔保健處門診的壓力。保健處另一重要工作，便是與保險公司合作，為員工安排適合及負擔能力以內的醫療保險計劃，以減輕員工住院或接受特別療程的財務壓力。

藥方二：新儀器加快斷症

第二道藥方，引入嶄新醫療儀器。陸醫生舉例說：「保健處將引入多部醫療儀器，例如化驗血液的化學檢測儀，讓醫生可以更快取得測試結果，從而加快斷症施藥，所騰出的資源便可用於其他輪候病人身上。」

物理治療部將引入專治慢性痛症的衝擊波治療儀。痛症患者接受傳統的儀器治療，一般得待上數天，痛楚才逐漸舒緩，但患者接受新儀器的治療，很短時間內便見效。坊間的物理治療診所都設有這種儀器，但每次服務索價近千元，叫人卻步，保健處計劃只收取成本費用。費煞思量，只想讓中大員工和學生受惠。

藥方三：疫苗注射杜病灶

第三道藥方，防患於未然。在流感病毒悄然掩至之際，保健處默默為中大築起第一道防線，為員工和學生提供疫苗注射服務，高風險人士更可免費接種。高風險人士包括醫學院的全職員工和學生、物業管理處、保安處和交通處等部門的全職員工。基於工作性質和身處的環境，他們較其他人更容易感染流感。2016年度，保健處便為一千一百八十三位高風險人士接種疫苗，當中五百三十一人是學生。這些措施不但避免校園出現大規模爆發，也防止員工和學生患病後傳染親友。

變革難免遇障礙 磨合過後見成果

變革，可以帶來新景象，但必定遇上困難。保健處的病歷和配藥系統實施電子化，當病人覆診或再次求診時，主診醫生便可輕易於資料庫翻查病歷，有利斷症和處方藥物。醫療退款實行電子化，也大大縮短員工發還款項的等候時間。然而，保健處在變革過程中並非一帆風順，員工要慢慢適應新運作模式，醫護人員也須時常與資訊科技服務處同事溝通，磨合過後，新系統已發揮最大效用。保健處銳意求變，也得到用者認同，在近年的「用者滿意度調查」獲得鼓舞的結果。

然而，保健處並非盲目追求數字增長，還顧及病人的感受。步進保健處，寬闊的大堂、柔和的燈光，牆壁掛上油畫，一身制服的員工，都可增添病人對保健處的信心。另外，若職員跟病人談論敏感病情，可在面談室進行，以保障病人的私隱。誠然，生病不是一件樂事，但保健處明白病人罹病之苦，故致力營造「治癒」的環境，讓他們有舒適的求診過程，有助他們康復；治其身，撫其心。

一年將盡，無論服務質素如何提升，保健處都向中大莘莘學子、默默耕耘的員工寄語一句老話：「身體健康」。

A visit to the University Health Service (UHS) located in a serene corner of campus is part of the collective memory of every generation of CUHK students and staff. But the services offered by UHS are not limited to outpatient consultations but also include dental services, physiotherapy and other minor procedures. The campus clinic has been able to stay at the forefront of health services with its updated inventory of medical technology and upholding clinical governance principles that prioritize patients' well-being to provide quality professional services to the University community.

According to statistics from the Health Department, in 2016 every medical practitioner in Hong Kong served on the average 82 citizens. This figure becomes 800 on CUHK campus, where UHS's team of 60 serve a campus population of nearly 50,000. In the face of increasing demand for services, Dr. **Scotty Luk**, Director of University Health Service, and his team have weathered the challenges to continuously enhance efficiency and add value to their services.

Collaborating with Outside Parties

One of the challenges faced by UHS is how to meet demand with supply. By partnering with outside parties, e.g., territory-wide chain clinics, it can make outpatient services available to University staff anywhere anytime. Such partnerships can also ease the workload of the campus clinic in times of epidemics. Another important work of UHS is to work with insurers to provide suitable and affordable medical and hospitalization insurance schemes to University staff.

Early Diagnoses with State-of-the-art Equipment

State-of-the-art equipment is crucial for diagnostic efficiency. Dr. Luk said, 'UHS will soon install some medical equipments including one that can analyse blood samples with high speed. Our doctors can get the test results very soon and make that little headway in diagnosis and prescription. This will shorten the queue and the doctors can see more patients.'

The physiotherapy section of UHS will install a machine that is specifically adept at treating chronic pains. Traditional treatment methods would take several days to relieve pains but the new machine can achieve that in much lesser time. Physiotherapy clinics off-campus charge around \$1,000 for such service. UHS will only charge at cost, all for the care of the well-being of our students and staff.

A Safer Campus through Vaccination

Before the flu virus hits the peak each year, UHS will have already put up a line of defence by providing vaccination to University staff and students. High-risk personnel (such as full-time staff and students of the Medical School, and full-time staff of the Estates Management Office and the Security and Transport Office who are more vulnerable due to their work nature) are given free vaccination. In 2016, UHS had vaccinated 1,183 (including 531 students) from these high-risk groups. The preventive measure has avoided campus-wide epidemics and reduced the chance of infected staff and students bringing the bug home.

Hiccups before Success

It is never easy to bring about changes. UHS has digitalized its archive of patients' medical histories and

automated its prescription system. Patient records can now be retrieved in no time to facilitate diagnosis and prescription. The digitalization of the reimbursement of medical expenses has also shortened the time of reimbursement. But these have not been smooth sailings all the way. It took time for UHS staff to adapt to the new modus operandi. The medical team had to work closely with colleagues from the Information Technology Services Centre before they could get the best out of the new system. Users are not blind to the positive changes in the operation of UHS, as is evident from the customer satisfaction surveys in recent years.

UHS, however, does not measure success by figures alone. Its primary concern is on the people, how they feel when they are receiving treatment at the clinic. That's why much effort has been put into giving the clinic an easy and relaxed ambience, with its spacious lobby, gentle lightings, landscape paintings that hang on the wall, and uniformed staff all of which combine to calm nerves and inspire confidence in the visitors. Privacy is very much respected and ensured by the availability of consultation rooms. Nevertheless, the staff at UHS understand that no sickness is a happy experience. Besides doing their utmost to treat the sickness, they also do everything to make the treatment process as anxiety-free as possible. In treating the body they have not forgotten about the mind.

With 2017 drawing to a close, and even if they know they are ready to treat any visitor to their clinic with heart and expert hand, the UHS team would still want to wish the best of health to all the students and staff of the University. 🏠



▼ 保健處管理團隊成員：(右起)
副校長吳基培教授、牙科主管湯自強醫生、處長陸偉昌醫生和
助理處長蘇靖詒醫生
The UHS management team: (from right)
Prof. Dennis Ng, Pro-Vice-Chancellor;
Dr. Michael Tong, Dental Surgeon In-charge;
Dr. Scotty Luk, Director; and Dr. Gloria So, Assistant Director

第八十四屆大會 84th Congregation for the Conferment of Degrees



香港中文大學於11月30日舉行第八十四屆大會，典禮由校董會主席梁乃鵬博士主持。中大向五位傑出人士頒授榮譽博士學位，以表揚他們對促進文化藝術、科研發展、教育及增進人民福祉的貢獻，他們分別為：陳淑良博士（別名白雪仙）、Arieh Warshel教授、周建平博士、利乾先生及利易海倫女士。大會同時頒授452個博士學位，包括4名醫學博士、428名哲學博士、8名教育博士、11名護理博士及1名心理學博士。

CUHK held its 84th Congregation for the Conferment of Degrees on 30 November. Dr. **Norman N.P. Leung**, Chairman of the Council, presided at the congregation. Five distinguished persons were conferred honorary degrees in recognition of their outstanding contributions to cultural and educational progress, scientific research and the promotion of community welfare: Dr. Chan Shuk-leung (alias Pak Suet-sin), Prof. Arieh Warshel, Dr. Zhou Jianping, Mr. Chien Lee and Mrs. Lee Yick Hoi-lun Helen. A total of 452 doctoral degrees were conferred on the occasion. These included four Doctors of Medicine, 428 Doctors of Philosophy, eight Doctors of Education, 11 Doctors of Nursing, and one Doctor of Psychology.



陳淑良博士是粵劇界巨星，她致力推動粵劇發展，栽培粵劇人才不遺餘力，與任劍輝女士成立「雛鳳鳴劇團」，並親授晚輩。陳博士於1990年成立「任白慈善基金」，主力推廣粵劇文化和粵劇藝術研究，以及用作醫療、教育及安老等用途。她於1993年捐款資助中大音樂系，並提供約六千多項「仙鳳鳴劇團」歷來珍貴藏品如劇本、宣傳資料及照片等，任白慈善基金於2016年更全數捐出藏品予中大圖書館收藏，供學術研究之用，且概允中大圖書館把部份藏品數碼化。中大頒授榮譽文學博士學位予陳博士（未克出席），以表揚她在粵劇界的藝術成就與貢獻，以及對慈善工作的傾力支持。

Dr. **Chan Shuk-leung** is a megastar in Cantonese opera. She has been devoted to promoting Cantonese opera and nurturing the younger generation of Cantonese opera performers. Dr. Chan established the Yam Kim Fai and Pak Suet Sin Charitable Foundation Limited in 1990 aiming to promote and conduct research on Cantonese opera and support medical, education and elderly services. She made generous donations to support the research programme on Cantonese opera undertaken by the Department of Music of CUHK in 1993, and handed over a collection of around 6,000 items including the libretti, publicity materials and photos, etc. of the Sin Fung Ming Opera Troupe to CUHK for safe keeping. In 2016, the Foundation donated all these collectables to the CUHK Library for academic research and some of them were digitalized. The University conferred upon Dr. Chan, *in absentia*, the degree of Doctor of Literature, *honoris causa*, in recognition of her achievement in and contribution to Cantonese opera and charity.



Arieh Warshel教授是國際著名的化學家及生物物理學家，於2013年與Martin Karplus教授及Michael Levitt教授，一同獲頒授諾貝爾化學獎。他現時除了是美國南加州大學化學和生物化學傑出教授、Dana and David Dornsife化學講座教授，更是香港中文大學（深圳）傑出教授，以及該校新成立的瓦謝爾計算生物研究院的榮譽院長。他創立以電腦模擬酵母菌反應及蛋白質折疊的關鍵方法。Warshel教授開創以電腦計算作化學研究的工具，引領化學科研進入電腦化時代，屢獲殊榮。中大授以榮譽理學博士學位，以表彰他推行化學科研電腦化的成就。

Prof. **Arieh Warshel** is an internationally renowned chemist and biophysicist. He was awarded the 2013 Nobel Prize in Chemistry together with Prof. **Martin Karplus** and Prof. **Michael Levitt**. He is currently the Distinguished Professor of Chemistry and Biochemistry and the Dana and David Dornsife Chair in Chemistry of the University of Southern California. He is also the Distinguished Professor-at-Large of CUHK, Shenzhen and the Honorary Director of the newly-established Arieh Warshel Institute of Computational Biology of CUHK (Shenzhen). He has pioneered key approaches to introducing simulations of enzymatic reactions and introducing simulations of protein folding. He is a pioneer in making use of computational studies on functional properties of biological molecules, which took research in chemistry into the computer age and which brought him various awards. The University conferred upon Professor Warshel the degree of Doctor of Science, *honoris causa*, for his remarkable contribution in computational studies on chemistry research.



▲ Prof. Christopher Gane

周建平博士是中國載人航天工程總設計師，長期從事航天技術教學、研究和航天工程管理工作。周博士曾參與「神舟」一號至六號的總體設計、研製和飛行任務的技術和實施工作，作為工程總設計師領導了中國載人航天工程「神舟」七號出艙活動，以及「神舟」八號至十號、「天宮」一號交會對接任務的全面技術工作，並負責「天宮」二號空間實驗室、「神舟」十一號飛船和「天舟」一號貨運飛船任務之技術工作。他和研發團隊共同努力實現了中國載人航天工程的目標。中大授予榮譽理學博士學位，以表揚周博士於中國航天工程發展的卓越成就。

Dr. **Zhou Jianping** is the chief designer of the China's Manned Space Programme and has long been engaged in the teaching and research of aerospace technology as well as aerospace engineering management. He has participated in the design of China's Shenzhou-1 to 6 spacecraft and overseen the strategic research and technique of the aerospace project and the implementation plan programming. As the chief designer, he led various parts of China's Manned Space Programme, including the Shenzhou-7 extravehicular activities, and the full technical work of the rendezvous and docking of Shenzhou-8 to 10 and Tiangong-1, and the technical work of Tiangong-2 space laboratory, Shenzhou-11 and Tianzhou-1 cargo spacecraft missions, making great contributions to achieving the leapfrog development of China's Manned Space Programme. In recognition of his achievement in the development of China's aerospace programme, the University conferred upon Dr. Zhou the degree of Doctor of Science, *honoris causa*.



利乾先生為現任中大校董會副主席、中大醫院董事局主席，也是希慎興業有限公司及太古股份有限公司的非執行董事。他積極參與中大發展，對大學貢獻良多。此外，利先生投身本地及海外社區工作多年，尤其關注教育發展及培養青少年英才。他曾擔任香港外展訓練中心主席及史丹福大學校董，現為聖保羅男女中學校董及美國安度華高中校董。中大授予榮譽社會科學博士學位，以表揚利先生對中大及教育發展的貢獻。

Mr. **Chien Lee** is currently the Vice-Chairman of the CUHK Council, Chairman of the Board of Directors of the CUHK Medical Centre, and the Non-Executive Director of Hysan Development Company Limited and Swire Pacific Limited. Mr. Lee has been actively engaged in CUHK's development and has made valuable contributions to the University. He has been heavily involved in community work both in Hong Kong and abroad, especially focusing on education and nurturing youngsters. He has been Chairman of Outward Bound Hong Kong and Trustee of Stanford University and is currently a Council member of St. Paul's Co-educational College and Trustee of Phillips Academy, Andover in the US. In recognition of his contribution to CUHK and education development, the University conferred upon Mr. Lee the degree of Doctor of Social Science, *honoris causa*.



利易海倫女士是利國偉博士的夫人及偉倫基金有限公司主席。利國偉伉儷向來關心香港及內地的發展，尤其重視教育和中大發展。兩人於1989年成立偉倫基金有限公司，歷年來基金向多間大專院校捐出巨款，亦贊助中大不同範疇之教研發展，贊助建設多項設施，以及成立多項獎助學金及國際交流獎金，使不少學生受惠。基金持續支持國內多個城市的基建、教育及醫療發展，於1994聯同三位慈善家設立何梁何利基金，以獎勵內地傑出科學家及表揚其科研成就。為表彰她對教育及社會的貢獻，中大頒發榮譽社會科學博士學位予利夫人。

Mrs. **Lee Yick Hoi-lun Helen**, wife of the late Dr. the Honourable Sir Lee Quo-wei, is the Chairman of the Wei Lun Foundation Limited. Mrs. Lee and Dr. Lee were very committed to the development of Hong Kong and mainland China, especially in the education sector and the development of CUHK. They founded the Foundation in 1989. It has made notable donations to several higher education institutes to support different areas, from teaching and conducting research to building new facilities, and has established several scholarships and international exchange funds and benefitted many students. The Foundation has been supporting the infrastructure, education and medical services of various cities in mainland China. The Ho Leung Ho Lee Foundation was established with three other philanthropists in 1994, to give awards to distinguished scientists from mainland China for their achievements in scientific research. The University conferred upon Mrs. Lee the degree of Doctor of Social Science, *honoris causa*, in recognition of her contribution to education and society.





奠中大雙語重鎮地位 A Bastion of Bilingualism

葉彩燕揭兒童雙語習得面紗
Virginia Yip Reveals Two-tongue Wonders

「加一」豈只等於「二」？最少幼童學習語言便不是。葉彩燕本身是語言學家，也是三名雙語孩子之母，憑其學術研究和個人體驗，印證了這一點。

葉彩燕為中大語言學及現代語言系教授，也是兒童雙語研究中心（參考頁10）主任，其研究範圍廣泛，包括雙語研究、第二語言習得、粵語和比較漢語語法，著作甚豐。她豐富的心得，令她知道兩件事。首先，即使年幼，孩子也能夠同時掌握兩種語言，學習過程既神妙復自然。

第二，幼童學習雙語，不但讓他們在語言上有優勢，也培養他們多方面的認知能力。雙語兒童除了更有創意、思想靈活外，其大腦的「執行功能」也發展較佳；「執行功能」與集中力、專注力、解難能力、自制能力、篩選資訊的能力、確定事情的優先次序有密切關係。這些優勢有利兒童的認知和社交發展，及取得語言以外的學科成就，終身受用。

葉教授曾對香港和海外的雙語兒童進行多個縱向個案研究，部分結果載在其得獎著作、劍橋大學出版社出版的《雙語兒童：早期發展及語言接觸》中。葉教授指出，兒童同時建立兩套語法系統的過程在本質上有別於只建立一套語法系統。雙語並非只是兩種語言二合為一而已。在兒童成長的過程中，兩套語法系統之間會產生互動，當中主導語言通常但不一定會對兒童有較大的影響。兒童的雙語能力最終取決於多項因素，例如兒童運用語言與他人溝通的次數、溝通的質量及力度等。

葉教授的雙語研究，不只限於說英語和本地粵語的兒童。葉教授是香港中文大學—北京大學—台灣聯合大學系統語言與人類複雜系統研究中心主任，及香港中大深圳研究院雙語研究與語言障礙實驗室聯席主任，她研究的範圍延伸至不同年齡及社會和地理群組學說國語的兒童，對象包括內地、英國和美國的華裔兒童。葉教授與劍橋大學的袁博平博士最近更共同創立劍橋大學—香港中文大學雙語研究聯合實驗室，大大加強兒童雙語研究的實力。

新的聯合實驗室將為兩家夥伴大學、本地、區內以至世界各地在雙語發展、第一語言和第二語言習得、中國語文和語言學及相關學科方面頂尖的學者及專家，提供一個國際平台，開展更深廣的協作研究計劃。聯合實驗室已於12月18日至19日假中大舉行的「雙語研究國際會議：語言與傳承」上揭幕。葉教授說：「會議聚焦語言和傳承之間千絲萬縷的關係，特別是語言的習得如何保存個人及社群的傳承，及語言學習者、研究人員和教育工作者所面對的挑戰。」會議非常成功，吸引了來自世界各地包括澳洲、英國、美國、香港和新加坡的研究人員和業界人士，以不同角度探討個人幼年時期的雙語學習和不同環境下的雙語傳承。

在葉教授眼中，雙語兒童可以為成年人帶來無盡驚喜和啟發。「即使是年僅兩歲的雙語兒童，也可流利地進出於兩種語言之間，以成熟的句子結構表達複雜概念，叫人意想不到。」她說：「希望與劍橋大學合作成立的聯合實驗室可以薪火相傳，甚至進一步探究人類語言學習和智慧發展的底蘊。」

1 + 1 is always more than 2, at least insofar as language acquisition in young children is concerned. This is in fact what Virginia Yip has found from her research and personal experience as an academic linguist and mother of three bilingual children.

Virginia Yip, Professor at the Department of Linguistics and Modern Languages of CUHK and Director of the Childhood Bilingualism Research Centre (see page 10), has researched and published widely

on, among other things, bilingualism, second language acquisition, Cantonese and comparative Chinese grammar. Her years of research have taught her two things: first, even at a tender age, a child is capable of mastering two languages at the same time and the bilingual child's development is magical and phenomenal. Acquiring two languages simultaneously in early childhood is an amazing feat and an inexorable process.

Second, childhood bilingualism not only brings linguistic advantages but also confers many cognitive benefits to the child. There is a constellation of cognitive advantages enjoyed by bilingual children in terms of creativity, mental flexibility and the 'executive function' of the brain which is associated with attention, focus, problem-solving, inhibitory control, the ability to screen out unnecessary information and prioritize. These advantages have lifelong impact on the child's cognitive and social development as well as academic achievement that goes beyond language development.

Based on the findings from a series of longitudinal case studies of bilingual children in Hong Kong and overseas communities, some of which have appeared in her award-winning book *The Bilingual Child* published by Cambridge University Press, Professor Yip showed that the processes involved in the child's simultaneous construction of two grammars are inherently different from that of constructing one grammar only. Bilinguals are not simply two monolinguals in one. There are interactions between the two grammatical systems in the developing child, with the dominant language usually but not always exerting greater influence. A child's bilingual competence is ultimately determined by factors such as the quantity, quality and intensity of their interactions with other speakers in the linguistic environment.

Professor Yip's work on bilingualism is not limited to children who speak English and the local vernacular Cantonese. As director of the CUHK-Peking University-University System of Taiwan Joint Research Centre for Language and Human Complexity and co-director of the Bilingualism and Language Disorders Laboratory at CUHK's Shenzhen Research Institute, her enquiry has been extended to Mandarin Chinese learned and spoken by children from different age, social and geographical groups including Chinese children in mainland China, the UK and the US. The latest brainchild of her collaboration with Dr. Yuan Boping of Cambridge University takes the form of the University of Cambridge-CUHK Joint Laboratory for Bilingualism.

The new Joint Laboratory will be an international platform and magnet for scholars specializing in bilingual development, first and second language acquisition, Chinese language and linguistics and related fields from the two universities, as well as the local, regional and international community. It was officially launched at the 'International Conference on Bilingualism: Language and Heritage' held on 18-19 December at CUHK. Professor Yip said, 'The Conference featured bilingualism through the lens of the intricate relationship of language and heritage, in particular, the acquisition of language as a way to preserve and maintain a speaker's and the community's heritage and the challenges posed to language learners, researchers and educators.' The Conference was a big success and attracted researchers and practitioners from different countries including Australia, the UK, the US, Hong Kong and Singapore, providing an international perspective on issues in nurturing bilingualism in early childhood and heritage bilingualism across diverse contexts.

To Professor Yip, the bilingual child is an endless source of wonders and insights for the adults. 'Even at the tender age of two, a bilingual child is capable of speaking and switching between two languages fluently, expressing complex ideas and sentence structure that surprise everyone,' she said. 'It is hoped that the establishment of the Joint Laboratory with Cambridge would continue and further that journey into the deepest recesses of human language acquisition and intellectual development.'



校長榮膺腸胃學國際大獎 Global Recognition in Gastroenterology for Vice-Chancellor

校長沈祖堯教授(中)的腸胃病學研究成績斐然,榮獲「2017國際Herbert Falk大獎」,於本年10月在德國柏林舉行的第二百零九場Falk Foundation e.V. 研討會上領獎。沈教授表示:「我很榮幸獲得此獎項。作為腸胃學家,我期望能找出引致炎症性腸病的風險因素,讓我們得知應採取甚麼預防性措施或基層醫療干預策略,最終幫助改善全球人類的健康狀況。」

In recognition of his excellent achievement in the field of gastroenterology, Prof. Joseph J.Y. Sung (centre), Vice-Chancellor and President, was honoured with the international Herbert Falk Award 2017. The prestigious award was presented at the Falk Foundation e.V. Symposium 209 in Berlin, Germany in October 2017. Professor Sung said, 'I'm honoured to receive the award. I hope this research can eventually help in improving the health conditions of mankind globally by giving us clues to where to dig out the risk factors leading to chronic inflammatory bowel diseases and eventually to what kind of preventive measures or primary care interventions we should take.'



文藝盛宴 The Literary Feast



中大於12月2日在本校邵逸夫堂舉辦「中國文藝大師湯顯祖作品之夜」暨感謝晚宴,逾一百六十位中大捐贈人、友好、校友及教職員出席盛會。來賓享用晚宴後,一同在席間欣賞中華文藝表演,形式多樣,包括京劇、粵劇、評彈、崑劇及中樂,演繹明代著名劇作家湯顯祖的名著。表演嘉賓包括國家一級演員王立軍老師、高博文老師、陸錦花老師、岳美經老師(左)、張靜嫻老師(右)及本港名伶阮兆輝先生等。

In recognition of the unwavering contributions from our benefactors, the 'Appreciation Dinner cum Chinese Cultural Night Featuring Tang Xianzu's Masterpieces' was held on 2 December at the Sir Run Run Shaw Hall of CUHK. Over 160 major benefactors, friends, alumni, faculty members and staff of CUHK joined this joyous occasion. After the dinner, there were performances featuring the masterpieces of Tang Xianzu, a renowned playwright of the Ming Dynasty, including Peking opera, Cantonese opera, Pinyin, Kunqu and Chinese music. A number of world-class performers showcased the essence of Chinese arts and culture, including first class national actors and actresses Mr. Wang Lijun, Mr. Gao Bowen, Ms. Lu Jinhua, Ms. Yue Meiti (left), Ms. Zhang Jingxian (right) and the famous Cantonese opera master Mr. Yuen Siu-fai.

流感病毒快速測試奪金 Rapid Influenza Virus Detection Wins Gold Medal



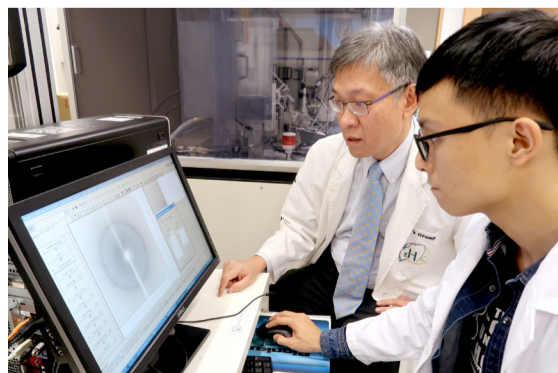
中大生命科學學院及工程學院十五位本科生組成的基因工程隊伍,憑藉「巧換博士:甲型流感病毒現場快速測試」,在美國波士頓舉行的國際遺傳工程機器設計世界賽榮獲金獎。現時大部分病毒樣本測試都在實驗室進行,需時一天或以上,而這套快測系統可在動物農莊、邊境或家禽市場等地點進行測試,數小時內便有結果,對控制疫情大有幫助。

A genetic engineering team of 15 undergraduates of Life Sciences and Biomedical Engineering at CUHK, has been awarded a Gold medal at the international Genetically Engineered Machine 2017 Giant Jamboree held in Boston, the US, for developing a novel rapid test 'Dr. Switch: A Rapid On-Site Method for Subtyping Influenza A Virus'. Currently, diagnostic testing for viruses is only available in the laboratory and it often takes a day or more for the result. The award winning project, however, can be done on-site in animal farms, at borders or in markets. The results will come within hours, which is instrumental to epidemic control.

破解幽門螺旋桿菌的機制 The Curious Case of *Helicobacter Pylori*

中大生命科學學院院長黃錦波教授(左)及其團隊發表研究結果,揭示幽門螺旋桿菌如何利用有毒物質鎳離子,激活可以中和人體胃酸的酵素,從而令該病菌在人胃中繁殖。這項發現有助開發對抗幽門螺旋桿菌的新藥物。研究結果已刊登於《美國國家科學院院報》。黃教授說:「幽門螺旋桿菌對抗生素的耐藥性日益增加,我們希望在抗藥性問題惡化之前,開發新的抗生素靶標。」研究團隊正利用蛋白質結構來協助篩選能抑制尿素酶活化的藥物。

A research team led by Prof. Wong Kam-bo (left), Director and Professor of the School of Life Sciences at CUHK, has released its research results which show how a *Helicobacter pylori* (*H. pylori*) can survive in the human stomach by using a toxic metal, nickel ions, to activate an enzyme that can neutralize gastric acid. This discovery helps the future development of novel drugs against *H. pylori* infection. The team's research findings were published in the *Proceedings of the National Academy of Sciences of the USA*. 'As *H. pylori* is increasingly resistant to antibiotics, we would like to find a new antibiotics target before the problem of resistance gets out of hand,' said Professor Wong. The team is now using structural information to screen drugs that inhibit urease activation.



創新納米技術治療 Nanotechnologies for Better Treatment

11月29日,中大、南韓大邱慶北科學技術院及瑞士蘇黎世聯邦理工學院宣布成立「創新醫學科技聯合研究中心」,攜手研究和發展創新醫療科技,包括微米或納米機械人。中心將推動消化道及心血管疾病的共同研究及學術交流,以促進知識轉移至臨床應用和培訓工作的層面。

CUHK, the Daegu Gyeongbuk Institute of Science and Technology, South Korea and the Swiss Federal Institute of Technology Zurich, Switzerland jointly established the Joint Research Laboratory on Innovative Nanotechnologies for Medicine and Healthcare on 29 November. The lab aims to promote the research and development of innovative technologies, including micro- or nano-robotics and other nano-medical technologies for the diagnosis and treatment of diseases. It carries the mission to promote collaborative research and academic exchange, as well as to accelerate technology transfer for clinical applications and training with a focus on gastrointestinal and cardiovascular diseases.

可降解的機械小幫手 The Biodegradable Helping Hand

中大機械與自動化工程學系張立教授(右)的研究團隊採用天然螺旋藻,成功研發全球首個可以在活體內追蹤和降解的生物合成微型機械人,將來能應用於微創或無創診斷和治療。這款機械人能同時利用螢光和核磁共振成像技術在活體內定位,擁有遙控感應病灶環境變化的能力,降解時釋出的化合物能夠攻擊癌細胞。研究成果已刊於期刊《科學·機械人學》。

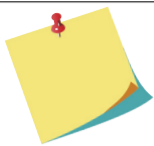
The research team of Prof. Zhang Li (right) at CUHK's Mechanical and Automation Engineering has used algae to develop the first-of-its-kind biohybrid microrobots, which are traceable and biodegradable in the human body, for minimally invasive or non-invasive diagnosis and treatment in future. The in vivo tracking is enabled by the use of fluorescence and magnetic resonance imaging. The micro-robots can sense changes in the environment associated with the onset of illness and release potent compounds to attack cancer cells. The result has been published in *Science Robotics*.



謝作偉教授獲選中國科學院院士 Prof. Xie Zuwei Elected CAS Member

中大卓敏化學講座教授謝作偉教授獲選為2017年中國科學院院士,以表揚他在有機化學領域的重要貢獻。今年共有一百五十七位科學家為候選人,當中二十五位為化學學者。謝教授憑其金屬有機化學的卓越成就脫穎而出。

Prof. Xie Zuwei, Choh-Ming Li Professor of Chemistry at CUHK, has been elected a Member of the Chinese Academy of Sciences (CAS), in recognition of his remarkable contributions in the field of organic chemistry. There are 157 candidates this year, of which 25 are scholars in chemistry. With his great achievements in organometallic chemistry, Professor Xie received the honour.



力拓國際聯繫

Strengthening International Presence

中大加盟環太平洋大學協會 (APRU)，該會雲集五十所頂尖研究型大學成員，遍布美洲、亞洲和澳大利西亞，透過定期會議和研討會，探索優化太平洋區社會、經濟與環境的議題，關注範疇包括災難危害、人口老化、可持續城市與地貌等。

2017年11月1至3日，副校長張妙清教授（前排右二）參與於悉尼大學舉行的「APRU亞太女性領袖」工作坊，題為「促進性別多元共融」，她分享在中大推行性別平等的經驗。張教授亦於11月8日前赴越南出席APRU—亞太經合組織大學領袖論壇，共商如何應對第四次工業革命帶來的挑戰，尤其是數據科學及分析和人工智能等領域。

CUHK joined the Association of Pacific Rim Universities (APRU), a consortium linking 50 leading research universities across the Americas, Asia, and Australasia. APRU brings together the region's experts to address the social, economic and environmental well-being of the Pacific Rim through regular conferences and workshops. The areas of interest to APRU include multi-hazards, population ageing, sustainable cities and landscapes, among others.

Prof. Fanny Cheung (2nd right seated, front row), Pro-Vice-Chancellor, took part in the APRU Asia-Pacific Women in Leadership Workshop themed 'Accelerating Change in Gender Diversity and Inclusion' at the University of Sydney during 1-3 November 2017 to share her experience in promoting gender equality in the University. She also represented CUHK in the inaugural APRU-APEC University Leaders' Forum in Vietnam on 8 November to address the Fourth Industrial Revolution, particularly in the areas of data science and analytics, and artificial intelligence.



國際農業生物技術專家共商科研合作

Agrobiotechnologists Further Research Collaborations

2017年11月24至25日，中大農業生物技術國家重點生物實驗室聯同中國農業大學夥伴實驗室及中大深圳研究院孔雀計劃，舉辦國際交流會議暨農業生物技術國家重點實驗室研討會，活動凝聚逾一百五十名來自英國、美國、台灣、中國大陸及香港的參加者，加強彼此溝通，為未來制定既深且廣的科研合作方向。四名蜚聲國際的農業生物技術專家向與會者分享科研灼見，講者包括中大生物學榮休講座教授、中國工程院院士辛世文教授（右三）。學術會議亦展示了基因組及模擬研究，以及生物技術範疇的最新研究成果。

The International Mini-Symposium on Genomics and Biotechnology cum 2017 SKL Conference on Agrobiotechnology was held on 24-25 November 2017. Jointly hosted by CUHK's Partner State Key Laboratory (PSKL) of Agrobiotechnology, China Agricultural University and CUHK Shenzhen Research Institute Peacock Program, the event drew over 150 participants from the UK, the US, Taiwan, mainland China and Hong Kong. They strengthened communications and laid the roadmap for future research collaborations. The symposium featured four keynote lectures delivered by world renowned scientists in the field of agrobiotechnology on their research achievements, including Prof. Samuel S.M. Sun (3rd right), Academician of Chinese Academy of Engineering and CUHK's Emeritus Professor of Biology. The keynote lectures were followed by showcases on the latest outstanding academic achievements in the areas of genomics, modelling as well as biotechnology research.



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宣布事項 / ANNOUNCEMENTS



新任/續任校董

New/Reappointed Council Members

監督依據《香港中文大學條例》規程11第1(k)及第4段指定，委任陳遠秀女士出任大學校董，任期三年，由2017年11月27日起生效。陳女士在香港、內地及美國擁有豐富的會計及財務管理的經驗，曾任特許公認會計師公會（ACCA）香港分會前任會長。



Ms. Kelly Y.S. Chan has been nominated by the Chancellor, in accordance with Statute 11.1(k) and 11.4 of The Chinese University of Hong Kong Ordinance, as a Member of the Council for a period of three years with effect from 27 November 2017. She possesses extensive experience in the accounting and finance industry, with audit and management consulting experience in Hong Kong, mainland China and the US, and was the past President of the Association of Chartered Certified Accountants (ACCA) Hong Kong.

監督依據《香港中文大學條例》規程11第1(k)及第4段指定，委任盧迪生先生續任大學校董，任期三年，由2017年11月27日起生效。

Mr. Dickson D.S. Lo has been reappointed by the Chancellor, in accordance with Statute 11.1(k) and 11.4 of The Chinese University of Hong Kong Ordinance, as a Member of the Council for a further period of three years with effect from 27 November 2017.

續任書院院長

Reappointed College Head/Master

大學校董會依據《香港中文大學條例》規程9第1段及第3段規定，再度委任黃乃正教授為新亞書院院長，任期三年，由2018年1月1日起生效。

The Council of The Chinese University of Hong Kong has reappointed Prof. Henry N.C. Wong, in accordance with Statute 9.1 and 9.3 of The Chinese University of Hong Kong Ordinance as Head of New Asia College for a further period of three years from 1 January 2018.

James Mirrlees教授再度獲委任為晨興書院院長，任期八個月，由2018年1月1日起生效。

Prof. Sir James Mirrlees has been reappointed as Master of Morningside College for a further period of eight months from 1 January 2018.

平安夜燭光崇拜——天上來的信息

Christmas Eve Candle Light Service—Messages from Above



日期 Date	24.12.2017
時間 Time	9:00–11:00 pm
地點 Venue	崇基學院禮拜堂 Chung Chi College Chapel
講員 Speaker	鄧瑞強博士（崇基學院榮譽助理校牧） Dr. Tang Sui-keung (Honorary Assistant Chaplain, Chung Chi College)
獻唱 Choir	崇基學院禮拜堂詩班 Chung Chi College Chapel Choir
查詢 Enquiries	崇基院校牧室 Chaplain's Office, Chung Chi College 電郵 E-mail: chaplaincy@cuhk.edu.hk

免費音樂節目

Free Music Programmes

音樂系於2018年1月24至25日舉辦以下節目，歡迎出席。

The Department of Music will organize the following programmes on 24–25 January 2018. All are welcome.

地點 Venue	利黃瑤璧樓利希慎音樂廳 Lee Hysan Concert Hall, Esther Lee Building
日期、時間及節目 Date, Time and Programmes	24.01.2018 2:30 pm — 室樂大師班 Chamber Master Class 4:00 pm — 鋼琴大師班 Piano Master Class 25.01.2018 8:00 pm — 黃昏音樂會 Evening Concert
表演者 Artist	Daniel Herscovitch (鋼琴 Piano)
查詢 Enquiries	cuhkconcerts@gmail.com

高等教育國際化學生事務研討會

Symposium on Internationalization of Student Affairs Issues in Higher Education

研討會由學生事務處主辦，旨在讓學生事務同仁建立溝通網絡，在高等教育國際化下，交流從事學生事務的理念和相應策略。

The Office of Student Affairs organizes the symposium to cultivate a network of practitioners to exchange ideas and effective strategies in the internationalization of student affairs issues in higher education.

日期 Date	25–26.01.2018
地點 Venue	康本國際學術園 Yasumoto International Academic Park
語言 Language	英語 English
詳情及報名 Details and Registration	www.cuhk.edu.hk/osa/SIHESA
截止報名日期 Registration Deadline	10.01.2018 (額滿即止 First-come-first-served)
查詢 Enquiries	電話 Tel: 3943 7945 電郵 E-mail: lces@cuhk.edu.hk

農曆新年除夕之辦公安排

Staffing Arrangements on University Holiday on Lunar New Year Eve

根據大學關於農曆新年除夕大學假日辦公之安排，所有部門於2018年2月15日上午須留有職員值班。當值之(乙)或(丙)類服務條例職員可獲補假半天。

保健處、大學圖書館、資訊科技服務處之電算機操作組、保安處、交通處、物業管理處等部門須留駐足夠人手，以維持基本服務。

The following staffing arrangements for the University holiday on Lunar New Year Eve will apply on 15 February 2018. Departments/units should arrange for skeleton staff to be on duty on this morning to handle urgent matters and enquiries. Offices will be closed in the afternoon. Skeleton staff (Terms [B] or [C]) on duty on this morning will be given compensation off of half a day.

For essential service units such as the University Health Service, the University Library, the operations team of the Information Technology Services Centre, the Security Office, the Transport Office, and the Estates Management Office, adequate workforce should remain on duty to provide basic services.



量子大躍進 Quantum Leap

每天都有大量的交易在網上進行，數據的傳輸與保存益發顯得重要。一般的加密系統以一對密鑰供訊息傳送者加密和接收者解密。這類密鑰通常都是衍生自一個隨機大數，要破解很困難，但不是不可能，尤其是隨着超級電腦的不斷改進，破解密碼只會愈來愈容易。

運用量子力學的原理，量子加密法提供了一個新選擇，令傳輸數據更快更多，而且也更安全，因為經量子加密法處理的數據一旦被截取，數據本身必會產生變化，引起警惕。

在量子傳輸中，傳送者會向接收者送出一束光子。光子的屬性之一是在運動過程中會不斷旋轉。傳送者隨機使用兩個工具之一送出光子，使其一是依着一條垂直的軸心旋轉，一是按橫切的軸心旋轉。接收者雖擁有同樣工具，但他不知道光子原本以哪個工具送出，所以他有一半機會以不符合送出軸心的工具接收光子，導致記錄出錯。但傳送者其後會告訴他當初使用哪個工具送出光子，接收者只要剔除那些出錯記錄，便可得出傳送者原想傳遞的訊息。

如果有駭客截到部分光子，他會如接收者一樣，因不知傳送者使用哪個工具送出光子而作出錯誤記錄，他錄到的不過是一串隨機而沒意義的光子訊號。再者，他半途截取光子，會改變了光子的型態，當光子最終到了接收者那裏，接收者儘管使用正確的工具，但記錄到的仍是錯誤的型態，接收者便會知道有駭客了。

量子加密法的理論已經存在多年，不過近年中國在這方面的技術突飛猛進。2016年8月，中國成功發射世界第一個量子衛星「墨子號」。今年9月，它又宣布成功進行了第一次以量子加密的洲際視像會議。

中國已晉身量子加密法的先進國之列，將與歐美諸國在發展及應用這項技術於商業、醫學、通訊及軍事領域一較高下。未來競爭白熱，指日可待。

With so much business being transacted online every day, data security in transmission and retention is of paramount importance. Common cryptosystems use a pair of public and private keys for the sender to encrypt the message and the receiver to decode the message. The keys are usually generated from a large random number which is very hard but not impossible to crack. Code-breaking is becoming easier with faster and more powerful computers.

Borrowing from quantum mechanics, quantum cryptography promises a new method of transmitting data which is faster, carries more information and, most importantly, is more secure as it is impossible to intercept the data without changing the data themselves.

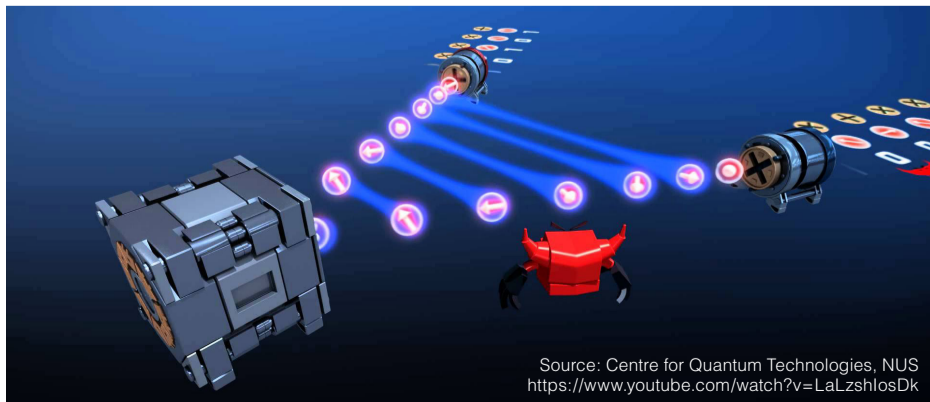
In a quantum communication, a sender Alice sends a stream of photons to Bob. It is the photon's property to spin along an axis when it travels, either rectilinearly or diagonally. Alice would randomly use one of two devices which determine if a photon will be travelling rectilinearly or diagonally. Bob has the same devices at his disposal but not knowing which one Alice used to send a particular photon would on probability get half of the signals wrong. But then Alice would tell him which device she had used for each photon and Bob can just drop his wrong choices of device to arrive at the message intended by Alice.

If a hacker Eve intercepts some of the photons, she would be making the same mistakes as Bob initially did but not knowing which device Alice used she would be stuck with a string of signals as meaningless as they are random. Further, her meddling would have altered the state of each photon she intercepted. When the photon reaches Bob he would detect an error even if he has used the right device. Hence, he would be put on alert to Eve's existence.

The theories of quantum cryptography have been around for decades. But important headway has been made by China in recent years. It launched the world's first quantum space satellite, *Mozi*, into space in August 2016. Thirteen months later, China announced that the first quantum encrypted intercontinental video conference was conducted between scientists in Beijing and in Vienna.

Having put itself on the map of quantum cryptography, China will find itself competing with Europe and the US in applying the technology to the business, medical, telecommunications and military fields. Do expect fervent leaps and bounds ahead.

T.C.



Source: Centre for Quantum Technologies, NUS
<https://www.youtube.com/watch?v=LaLzshlosDk>



學話要趁早：兒童雙語研究中心 Raising Little Linguists: Childhood Bilingualism Research Centre



信不信由你，說雙語曾經被視為極不可取的事。沒多久前，科學家仍相信，讓孩子在兩種語言之間轉換會引致混淆，甚至減慢大腦發育。如今，這觀點已全然推翻，研究發現說外語益處良多，包括提升大腦功能和預防腦退化。中大兒童雙語研究中心於2008年成立，主力研究香港和海外兒童如何獲得雙語或多語能力，以及推廣幼年習雙語的種種好處。

中心的標誌由三項圖像元素組成：一片葡萄葉、葉上的幻彩，以及一串暗藏中心英文簡稱的葡萄。

葡萄是藤本植物，枝葉向四面八方蔓延，常用作象徵旺盛的生命力。此標誌中的葡萄葉則代表兒童的發展。早期童年是學習語言至關重要的時期。幼兒學話特別快，因為他們發育中的大腦高度可塑，只要浸潤在雙語或多語環境，通曉多門語言易如反掌。因此，兒童學習語言有特殊優勢，而這優勢會隨年齡增長而消滅。

葉子的斑斕由蔚藍、品紅和翠綠三種顏色碰撞而成，它們分別代表粵語、普通話和英語。根據政府的兩文三語政策，三者都是香港的官方語言。彩虹色也寓意中心的研究工作運用各式各樣的跨學科手法。

中心英文名稱的首字母縮寫CBRC共有五個字懷，即字母構造中全封閉或半封閉的區域。這一特性獲設計師充分利用，塑造成五顆葡萄，象徵兒童獲得多語能力的發展成果，同時表達中心希望其研究和推廣努力終有一日開花結果，令香港父母都意識到子女成長於這片東西薈萃、華洋共處的土地實在是得天獨厚。

Believe it or not, there was a time when bilingualism was something to be frowned upon. Not many years ago it was believed that exposing children to two languages would cause confusion and even slow down their brain development. Today, the view has been flipped on its head. Researchers are finding a slew of benefits from speaking more than one language, ranging from enhanced functions of the brain to delayed onset of dementia. The Childhood Bilingualism Research Centre of CUHK was established in 2008 to look at how children acquire two or more languages in Hong Kong and overseas communities, and have since been propagating the many benefits of early bilingualism.

The pictorial logo of the Centre consists of three symbolic elements—a vine leaf, its rainbow colours, and grapes carrying the Centre's initials CBRC.

Grapevine branches out and expands organically, and is a common symbol of growth and vitality. Here, it is used to symbolize a child's development. The early childhood years are a critical and productive time for language learning. Children pick up languages quickly, because the plasticity of their developing brains enables them to acquire two or more languages with ease as long as they are exposed to input from these languages regularly. Therefore, children have a unique advantage in language learning, an advantage that dissipates with age.

The iridescence of the vine leaf is a result of three colours mingling with one another: cerulean, magenta and emerald, representing Cantonese, Mandarin and English, alliteratively and respectively. These are official languages of Hong Kong according to the government's bilingual policy of 'two written languages and three spoken codes'. The rainbow colours also convey the idea that the Centre employs a myriad of interdisciplinary approaches in its research.

The Centre's initials CBRC has a total of five counters, i.e., the open space in a fully or partly closed area within a letter. This attribute is fully utilized to form the shape of five grapes, signalling the fruition of development when a child attains competence in multiple languages. It also alludes to the hope that the Centre's research and promotion efforts will bear fruit in its season, that Hong Kong parents will be fully aware of the boon for their children to grow up in a place where multilingualism and multiculturalism are woven into the fabric of life.

Christine N.

雅共賞 / ARTICULATION



「喵」趣無窮



◀ 倒蓋印章及題字還原



最近文物館正密鑼緊鼓地籌備來年的狗年生肖展，館中愛狗的同事當然翹首以盼，但愛貓的呢，就不免有些寂寞了。不過，雖然十二生肖中沒有貓，但中國歷代繪畫其實不乏喵星人的身影呢！

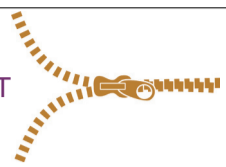
芸芸貓咪畫中，較為人熟悉的可能是南宋李迪的《狸奴小影》以及明宣宗的《五狸奴圖》等，都是把貓咪神態刻畫得活靈活現的精彩作品。（是的，古人會稱貓為「狸奴」，各位現代貓奴是不是正搖頭苦笑呢？）另外尚有一種專門由貓咪粉墨登場的畫叫「耄耋圖」——在畫中繪上貓（māo）和蝶（dié），取其諧音「耄耋」（mào dié），有祝願受畫者長壽之意。此一吉祥題材很受畫家歡迎，不論是明代的戴進、孫克弘，清代的沈振麟還是近現代畫家徐悲鴻都有「耄耋圖」傳世。文物館藏品中就有一幅由嶺南畫派創始人高劍父、高奇峰及國學大師黃侃合作的貓蝶圖精品（左）。

不過文物館的貓咪藏品中，私心還是最喜歡這幅鄭家鎮所畫的《貓虎宗親圖》（上）。鄭家鎮（1918—2000）既是一位資深報人，又是漫畫家及水墨畫家，歷任香港庚子畫會、香港蘭亭學會會長，對香港文化藝術貢獻良多。畫中白虎線條淋漓縱逸，一派粗獷，神態卻比懷中線條柔和的嬌客還要溫順如貓。其眉眼敦厚，甚至屈身把小白貓緊緊護住，用句現在流行的話說，真是滿滿的「反差萌」，讓人看了禁不住嘴角上揚呢！

從題款可知此畫繪於鄭氏友人任真漢的「真趣藝苑」。最有趣不過的是印章下倒過來的題字：「老眼昏花印章倒蓋了」。這可愛的小插曲為本就生動的作品再添了一份人味。就不知題完字之後，畫家有否與友人相視大笑呢？

對了，既然貓虎同宗，愛貓的同事們也不用失落呀，一起來期待虎年吧！

無私私語 / NO SECRET



賓主路長晴
Master Servants



眾所周知，勞資關係可以是很緊張而且是充滿矛盾的。和任何關係一樣，僱主與僱員之間的關係可以變質甚至出錯，需要小心處理，但卻不應是零和遊戲。不少研究指出，一個快樂的員工，辦事既妥當，工作態度也好。

中大既是平等機會的僱主，也被香港社會服務聯會嘉許為「同心展關懷」的機構之一。中大某些員工福利，比法例規定的還要優厚，如領養、喪親及待產等事假。校內第六個哺乳室最近開放，向在職媽媽提供實質方便。

大學每年都會頒發長期服務獎給服務滿二十五年及三十五年的同事，儀式簡單而隆重，由校長親自主持，眾親友同事濟濟一堂，交相慶賀。

得獎者最多說的一句是：「時間過得真快！」他們在課堂、辦公室、實驗室一待往往就是數十年，時間在不知不覺間溜走。而且不單教書的、做行政的、做實驗的，其他部門其他崗位的同事也有同樣感覺。

12月15日定為員工感謝日，成為聖誕佳節的一部分，也可見職場的喜慶跟家庭的喜慶如何接近。

今年除了二十五年及三十五年外，大學還設立新長期服務獎，嘉許那些服務滿十六年卻未滿二十五年的全職同事，向他們致送紀念品及現金獎。合資格的同事人數估計超過一千，其中有部分在閱讀本文時，相信已經從上司手中接過長期服務紀念品。

誠心恭喜這批獲嘉許的老同事！你們的工作表現及熱誠付出，很值得我們喝采。恭喜！

IT IS NO SECRET THAT labour relations may be fraught with discords and dismay. As in any relationship, a million things can go wrong or turn sour in the dealings between an employer and an employee. It's a delicate act like handling bone china, but it doesn't have to be a zero-sum game. A lot of research has shown that a happy employee is always a productive and a pleasant one.

CUHK has gone from equal opportunities to caring. It has been recognized as a 'Caring Organization' by the Hong Kong Council of Social Service and in certain areas its staff benefits are more generous than the law requires, such as leave entitlements in adoption, bereavement and paternity. The sixth nursing room on campus has just been opened, making it friendlier to working mothers.

There is an annual fixture in the University calendar to honour staff members of 25 and 35 years vintages. At a small but cozy ceremony, the honoured veterans would receive souvenirs from the Vice-Chancellor himself and showered with encomiums and well-wishings from colleagues and relatives.

One of the things most frequently said by long-service awardees is 'How time flies!' or words to that effect. It is as if they seldom looked up from whatever that'd been occupying them, a sign of their love of labour in a classroom, office or lab setting. It's not limited to the professors, the executives or the technicians, however, for the remark also came from staff of all ranks and units.

The Staff Thankful Day is fixed on 15 December, well into the Christmas festivities and a measure of how close it is regarded to a family event.

This year, in addition to the 25ers and the 35ers, the University is giving special recognition to those, numbered over a thousand, who have attained 16 or above but not 25 years of full-time service. They will be presented with a souvenir and a cash award. Some of them, as they are reading this, should have received the souvenirs from their supervisors.

Congratulations to this cohort of 16+! In rendering exemplary services you have become masters of your trades or professions and valued members of the Chinese University. Thank you!

掌領校政七年，中大在各方面都迭有進展，當中最令你欣慰的是甚麼？

過去七年工作涉及多方面，難以一言蔽之。叫我寢寐不忘的也許就是成立了博群計劃。博群旨在促進學生的全人發展，幫助他們在成長階段尋找方向和價值觀，也希望學生透過這個計劃深入了解社會課題。聽說博群自從2011年啟動後，不但在中大校園受歡迎，也吸引了香港其他大學、內地以至海外的學生透過互聯網或其他途徑參與，這是值得欣喜的。

在瞬息萬變的全球大趨勢和高等教育氣候當中，中大過去數年可有與時並進？

我們不忘保存傳統和價值，但同時勇於求變，例如提供網上學習的環境，鼓勵同學自發學習，並把學習空間擴展到課室以外。新近成立的生物醫學工程學系，是典型的跨學科例子，對醫療特別是老人醫護將大有貢獻。我們也研究氣候變化和人類健康的關係，推進大數據在金融物流的應用。本年我們推出全港首個全校性創業創新課程，希望給所有同學，無論讀醫學、法律、教育也好，灌輸一點創業概念。以上種種都是因應新時代的發展和需要而作出的嘗試。

你在4月的網誌說這幾年來，最大的滿足和挫敗都和學生有關，可以引申一下嗎？

學生在我心目中總是校務的最重要一環。如果一所大學和其老師不是以學生為最主要的服務對象，也就失去了靈魂了。

我甫上任已要接過民主女神像落戶中大這個燙手山芋。隨後數年比較平靜，和學生關係比較順暢，到了最後一兩年又出現了分歧。在百萬大道與學生看世界盃賽事，或約個別學生飯聚，這些時刻都值得珍惜，也給我很大滿足感。我盼望自己不單是他們的老師，還是他們的朋友。有些學生會幹事或教務會上的學生會代表，在畢業後仍和我保持聯絡，於我也是可貴的收穫。然而，今年因為我對一些政治議題和社會爭拗的看法可能跟一小部分學生不一樣，我的言談或網誌就招致學生激烈的批評。我感到痛心和無奈。但我不是要做一個只會討人喜歡的老師，面對大是大非，我需要表白我的看法和立場，不能含糊其詞輕易妥協。

在個人層面，出任校長這幾年間有甚麼改變？

一個有目共睹的改變是體重減了三十多四十磅，起因有點偶然。佔中運動過後好一段日子，我因壓力頗大，胃口很差，只吃麥皮，一下子瘦了十磅左右。醫學院的朋友便開始給我很多建議，配合運動控制飲食，減體重而又能保持健康。到了去年年終，大學公關部建議我在卸任之前隨校隊參與2017年的渣打香港馬拉松，為了順利完成十公里，不失禮於人前，我開始練跑。發覺原來體重減輕後跑步也輕鬆得多，跑着跑着，體重再跌。本來年紀漸大，身體多處出現問題，好像膝蓋、心臟和血壓開始退化。開始做運動後，才發覺衰退過程是可以減慢下來，甚至輕微逆轉的。原來我還不是太老，那真是很大的鼓勵，也加強了自信心。

臨別在即，對學生、對教職員有何贈言？

衷心感謝教職員，特別是各位副校長、院長等領導層同事的協力齊心。他們給我的支持和信任十分重要。我主力看大方向，細節都要靠他們，例如賬目，我很怕數字，幸而大學的司庫和人事部的同事辦事嚴謹，可以全盤信任。透過這個優秀團隊，我才可以有效推動大學事務。

也感謝中大校董和校友的強大支持。在艱難時候的一個電郵，一個電話慰問，或對博群計劃的捐獻，我都銘感於心。

還有感激同學，我們有開心的時候，也有不快的日子，在這段日子裏大家都成長了。你們給我不少啟發，我在你們身上看見年輕人的純真、熱誠、應做便做的衝勁，是我們這些凡事顧慮的成年人有所不及的。

CUHK has made great strides in many aspects under your leadership in the past seven years. What are you most happy with?

It's difficult to choose from such a wide array of work. But if I have to name but one, the establishment of the I-CARE programme is what I cherish most dearly. The programme aims at enhancing students' whole-person development by helping them to identify their goals and establish their values, and by engaging them in exploring social issues. I have been told that since its launch in 2011, I-CARE had gone beyond the CUHK campus to reach students from other universities in Hong Kong, the mainland and overseas, who participate in its events through the Internet and various channels.

Do you think CUHK has kept abreast of the fast-changing global trends and the rapid development of higher education?

CUHK embraces changes and promptly responds to developments and needs in the new era, without forsaking our traditions and core values. Examples are plenty. We provide an e-learning environment which encourages students to be more self-initiated in learning and extend learning beyond the classroom. We promote cross-disciplinary learning which answers societal needs; the newly established Department of Biomedical Engineering which will contribute to medical and in particular geriatric care is a typical example. We embark on forefront research on the relationship between climate change and human health, and the application of big data to finance and logistics. This year, we offered Hong Kong's first university-wide induction programme in entrepreneurship and innovation, which is open to undergraduate students of all disciplines ranging from medicine, law to education.

You said in your blog that your greatest satisfaction and frustrations come from the students. Can you elaborate on it?

Students will always be my first priority. A university will be losing its focus if it doesn't put students first.

Shortly after I assumed office, there was a hot potato for me—the arrival of the Statue of the Goddess of Democracy on campus. Then came several years of harmony with the students, until in recent years when our views differed over some issues. I cherish the moments of watching the World Cup final with students on the University Mall, or chatting with them over the dinner table. I hope that I am not only their teacher but also their friend, and I'm glad that some student union officers still keep in contact with me after graduation. Regrettably, early this year I was criticized harshly by students after I expressed views on some political issues and social disputes not to their liking. It pains me but I have to accept the bitter truth that I am not going to be a teacher to please everybody. When it comes to right or wrong, there is no compromise. I must make my stance clear without being wishy-washy.

On the personal front, what changes have you experienced during your vice-chancellorship?

One visible change is that I have lost close to 40 pounds. It all started unplanned. After the Occupy Central Movement, I had lost my appetite for quite some time and always took oatmeal over proper meals, which resulted in a loss of about 10 pounds. Friends from the Faculty of Medicine who noticed this change advised me to do some exercise to avoid muscle loss. They also taught me how to remain healthy on a weight loss diet. Last year, I was registered for the Standard Chartered Hong Kong Marathon 2017 to run with the CUHK team, my first and last chance before I step down. In order to accomplish the 10-km mission, I started my training in running, and was happy to find that it was much easier than I thought with my excessive pounds gone. My weight dropped further with more running, and I was surprised to find that conditions of my knees, heart and blood pressure began to improve. Exercise has slowed down my ageing, or even rejuvenated me slightly. I am not that old after all. That's really encouraging.

What would you like to say to the students and staff before you go?

I would like to give my sincere thanks to all staff, especially the Vice-Presidents, Deans and colleagues in senior management. Without their concerted effort, support and trust, I would not have achieved what I have done. I usually look at the big picture and give directions. It's my teammates who hammer out the details to perfection. I'm weak with numbers. Fortunately, the efficient and reliable bursary and personnel teams have saved me from those tedious tasks.

My gratitude also goes to the University Council and the alumni. An e-mail or a telephone call during hard times, a donation to I-CARE...every act, big or small, has left a deep impact on my heart. And there are the students. We have shared happy and unhappy moments through which we have all grown to be better. You have inspired me a lot by your innocence and passion, and the daring pursuit of what you think is right—a few things you have taught jaded adults like me. 🙏



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Vice-Chancellor and President (2010–2017)